

Surveyed States At-A-Glance

This section contains a synopsis of each state's portal initiative. States contracting portal management to a private partner are indicated with an asterisk (*). In instances where information was not available, the abbreviation INA is used. For information that it not applicable, NA is used.

To highlight some of the applications online, DIR conducted a review of the state's web sites to determine if the following high-interest services were available. The search was regardless of whether or not the state took a portal approach to their Internet presence, and regardless of whether or not the state had contracted with a vendor. The search was specifically for online interactions. Many states had relevant information along with forms available for downloading, but citizens could not complete a transaction online.

[Note: the following data current as of December 1999]

	Drivers' License (Service or Search)	Automobile Tag/Registration Renewal	Hunting and Fishing License Purchases	Tax Filings	Business License (Renewal or Search)
Arizona*	No	Yes	No	No	No
Arkansas*	Yes (search only)	Yes	No	Yes	Yes (search only)
California	No	No	No	Yes **	No
Florida	No	No	No	No	Yes (search only)
Georgia*	No	No	Yes	No	Yes
Idaho*	No	No	Yes	Yes**	No
Indiana*	Yes (search only)	Yes	No	Yes**	No
Iowa*	No	No	No	Yes**	No
Kansas*	Yes (search only)	No	Yes	Yes	No
Maine*	Yes (search only)	No (pilot planned)	Yes	Yes	No
Massachusetts	No	Yes	No	No	Yes (search only)
Michigan	Yes	Yes	Not on state portal. Online with vendors.	Yes	Yes, renewal through electronic fax
Missouri	No	No	No	No	No
Nebraska*	No	No (search plates)	Yes	No	No
New York	No	Yes	No	Yes**	No
Ohio	No	No	No	No	No
Pennsylvania	No	No	No	Yes**	No
Utah*	No	No	No	No	No
Virginia*	No	Yes	No	Yes (one county)	No
Washington	No	No	No	Yes	No

* indicates states that have contracted for development and/or support of an enterprise portal

** indicates proprietary or special software is required for Internet filing

Arizona*

Scope: Planning an enterprise approach. State plans to issue contract to private partner for self-funding model of portal development and management. Current pilot conducted with IBM for vehicle registration renewals online.

Portal Name: Arizona @ Your Service

Internet Address: To be determined

Launch Date: 2000

Portal Catalyst(s): CIO's office

Related Legislation/Rules/Guidelines: Webmaster practices guidelines
(http://gita.state.az.us/PSP/GUIDELINES/p501-g001_web_master_guideline.htm)

Portal Oversight:

- **At present:** Government Information and Technology Agency (GITA)
- **Planned:** Portal Management Committee - make-up to be determined (Also to be facilitated by a subset of the CIO Council, a committee involving CIOs from the 12 largest agencies)

Portal Management: Contracted entity (private partner)

Agency Participation: Participation is not mandatory but is strongly encouraged. Initial participating agencies already targeted include the Department of Motor Vehicles, corporate licensing agencies, and the Secretary of State's Office.

Services:

Business-related: Planned

General Public: Planned

Using Credit Cards: Planned

Approach to Cost/Benefit Assessment:

Evaluation process in place: The state tracks activity in several ways now (e.g., number of licenses issued, amount of fees paid, site visit counts, and number of requests for forms). The RFP requires a formal evaluation process to assess public use of portal services.

Impact on participating agencies: Arizona anticipates a reduction in agency costs and an increase in revenues. It also expects some impact on internal agency processes.

Impact on business community: The navigation design should streamline business access to needed services; value-added services anticipated (proceeds to be redirected to develop more online applications).

Public impact: The state anticipates a possible increase in some existing fees for services

Impact to the state overall: The self-funding portal will save costs to state; however, some administrative overhead will always be present for portal contract administration. Arizona anticipates some cost- and revenue-sharing arrangements with the private partner.

Technical Aspects:

Legacy systems supported: Yes

Directory services used: X.500, LDAP, and XML

Digital signatures used for top level authentication: Yes (pilot stages)

Server growth projected: Yes, particularly in application and database servers.

End-User Needs and Accessibility Issues:

Information privacy: No policy available at present but planned.

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: This is already provided through the Arizona Department of Administration.

Policies on charging for public information: Charges will follow a self-funding model. There will be a charge for some value-added services, and the same or reduced fees for existing services, depending on operating costs.

Customer feedback/needs assessment: INA

Marketing: Yes

Lessons Learned: NA

Arkansas*

Scope: Operational enterprise portal, offering full service transactional services. Arkansas did not conduct a pilot project first.

Portal Name: Information Network of Arkansas (INA)

Internet Address: <http://www.state.ar.us>

Launch Date: 1997

Portal Catalyst(s): Legislature

Related Legislation/Rules/Guidelines: Enabling legislation for Information Network of Arkansas (http://www.state.ar.us/ina/INA_code.html)

Portal Oversight: Governing Board of Information Network of Arkansas

Portal Management: Information Network of Arkansas

Agency Participation: Participation is not required.

Services:

Business-related: Premium subscription services include access to Arkansas drivers records; legislative information (Lobbyist-in-a-Box); access to nursing registry, search capability of workers' compensation claims and opinions. Free services to anyone on the network include search capability of banks and insurance, co-operatives, homebuilders, home inspectors, incorporations, notaries public, and trademarks; corporate online filing system. Additionally, no subscription is required for premium tax payments and filings as well as online appointments for insurance companies.

General Public: Full-transactional service includes renewal of car tags; informational content includes searchable online directory of state agencies and employees, interactive trip planner, employment information, filing taxes, revenue and budget information, child support enforcement information

Using Credit Cards: Yes, for premium services and agency programs

Approach to Cost/Benefit Assessment:

Evaluation process in place: INA

Impact on participating agencies: Paper processes eliminated; Postal and paper production expenses reduced; personnel reassigned and headcount reduced

Impact on business community: Filing fees were reduced.

Public impact: INA

Impact to the state overall: The contractor receives 12.25% of each driver's record requested., and returns a percentage of its profits back to the state.

Technical Aspects:

Legacy systems supported: Yes, application links and porting information

Directory services used: No

Digital signatures used for top level authentication: legislation has been passed to provide the acceptance of digital signatures but no applications are in place as yet.

Server growth projected: Yes. As more applications are added, server upgrades and additions occur.

End-User Needs and Accessibility Issues:

Information privacy: No policy available

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: INA

Customer feedback/needs assessment: During the design and development process a needs assessment occurs and customer feedback is solicited. With many new applications such as those for insurance, the insurance department actually involved a large insurer to provide feedback and pilot the system.

Marketing: Yes

Lessons Learned: INA

California

Scope: Planning an enterprise portal approach. There is a pilot extranet at the agency level.

Portal Name: Not yet determined by state

Internet Address: Not yet determined for statewide portal

Launch Date: 1999 for the business to business extranet

Portal Catalyst(s): Governor's Office for the statewide portal initiative and pilot project using Agency - the Department of Information Technology, DOIT, for digital signature and certificate laws.

Related Legislation/Rules/Guidelines: Digital signature and digital certificates laws (California Government Code, Section 1-26)

Portal Oversight: Department of Information Technology (DOIT)

Portal Management: Department of Information Technology. The state assumes all costs.

Agency Participation: The pilot agency for statewide portal is the Department of Motor Vehicles.

Services:

Business-related: The existing extranet pilot has 5 participating banks exchanging approximately 500,000 account records.

General Public: The state currently offers electronic tax filing and searchable career opportunities.

Using Credit Cards: Yes

Approach to Cost/Benefit Assessment:

Evaluation process in place: Yes

Impact on participating agencies: INA

Impact on business community: Extranet pilot has required compliance for banks and financial institutions.

Public impact: The state has added the ability to track the number of records exchanged.

Impact to the state overall: INA

Technical Aspects:

Legacy systems supported: Banks and financial institutions link to a separate web-enabled database.

Directory services used: NA

Digital signatures used for top level authentication: Yes; regulations authorized by the Secretary of State identify requirements that Certification Authorities (CAs) must follow to be on an approved list of Californians who provide digital signatures for the State.

Server growth projected: INA

End-User Needs and Accessibility Issues:

Information privacy: Privacy policy in place at DOIT (<http://www.doit.ca.gov/About/privacy.asp>; <http://www.doit.ca.gov/About/privacy.asp>). There is also an agency level privacy policy for the existing pilot extranet (<http://www.ftb.ca.gov/privacy/index.htm> and <http://www.ftb.ca.gov/privacy/index.htm>). California was recently praised by the Privacy Journal as a model state for laws protecting privacy (see <http://www.e-commerce.ca.gov/report.pdf>).

Individuals with disabilities: The Franchise Tax Board has a special link for persons with disabilities, offering large print forms and audiocassettes (<http://www.ftb.ca.gov/geninfo/disability.htm>).

Language/literacy barriers: Information for Spanish speakers is available via a link (<http://www.ftb.ca.gov/geninfo/disability.htm>).

Access to Internet resources: INA

Policies on charging for public information: INA

Customer feedback/needs assessment: Users can e-mail their comments to Franchise Tax Board's Executive Director.

Marketing: INA

Lessons Learned: California has developed a State Electronic Business Task Force Charter (formed October 1999) that is being used to frame and strategize a high-level statewide electronic business initiative. The Charter establishes an official project structure with an executive steering committee, an executive technical committee, and a project manager. It replaces what was previously an e-government task force; the Charter recreates this as an executive steering committee.

Florida

Scope: Limited portal that contains enterprise-wide links, but not part of a statewide initiative as yet

Portal Name: Florida Government Services DIRECT

Internet Address: <http://fcn.state.fl.us/gsd/>

Launch Date: 1997

Portal Catalyst(s): Agency - the Department of Management Services (DMS)

Related Legislation/Rules/Guidelines: INA

Portal Oversight: Office of the Governor and the State Technology Office

Portal Management: Florida Department of Management Services (DMS). The state assumes all costs

Agency Participation: Participation is not mandatory. Agencies are encouraged but not required to participate by contacting with DMS which provides support to individual agencies.

Services:

Business-related: Allows searching for leasing space and centralized purchasing.

General Public: Offers searching for job vacancies and training opportunities. Provides 411 service, a professional license search, and links to state agencies, committees, commissions, and other organizations.

Using Credit Cards: Yes, for Purchasing Direct services (<http://purchasing.state.fl.us/>)

Approach to Cost/Benefit Assessment:

Evaluation process in place: Yes, the state tracks the number of licenses issued, the amount of fees paid, site visit counts, and the number of requests received for forms.

Impact on participating agencies: Agency procurement processes changed, as individual agencies can input their order directly to a vendor.

Impact on business community: INA

Public impact: Projections are that transactional costs will decrease.

Impact to the state overall: The state realizes 13% for cost recovery from value-added services and states that the purchasing card program will lead to an estimated \$300 million annual cost savings (see http://fcn.state.fl.us/fcn/centers/purchase/purchasing_card/index.html).

Technical Aspects:

Legacy systems supported: Application links are supported.

Directory services used: LDAP

Digital signatures used for top level authentication: Yes

Server growth projected: Yes

End-User Needs and Accessibility Issues:

Information privacy: A privacy policy is available online
(<http://www.state.fl.us/copyright/copyright.html>)

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: There is a kiosks program for Department of Labor

Policies on charging for public information: INA

Customer feedback/needs assessment: Comments form is available online
(http://www.state.fl.us/fgsd_html/email.html)

Marketing: Plan was developed

Lessons Learned: Website won "Best of the Web" award two years in a row.

Georgia*

Scope: Operational enterprise portal.

Portal Name: NA

Internet Address: <http://www.state.ga.us> and www.ganet.org

Launch Date: 1990

Portal Catalyst(s): Legislature

Related Legislation/Rules/Guidelines: Oversight body established in the Georgia Code 50-25-1 (<http://www.ganet.org/cgi-bin/pub/ocode/ocgsearch?docname=OCode/G/50/25/1>)

Portal Oversight: GeorgiaNet Authority

Portal Management: Portal is managed by the GeorgiaNet Authority. The Authority contracts with the National Information Consortium to provide software and technical/development staff.

Agency Participation: The GeorgiaNet Authority works extensively with state agencies.

Services:

Business-related: (note the E-Commerce button on the state's homepage) Fees for services vary by each service – no subscription required except for the fee associated with Lobbyist in a Box. Users can register for conferences, order corporation documents, search corporation data, submit corporation filing fees, order GIS data sets, monitor legislative information, renew occupational licenses, business tax forms.

General Public: The site offers tuition payments by college students; ad valorem tax computation, links to hunting and fishing licenses and boat registration, order program document for long-term care, child care licensing, and health care, income tax forms.

Using Credit Cards: Yes, for virtually all fee services. Also offer GeorgiaNet account, a consolidated billing for frequent users.

Approach to Cost/Benefit Assessment:

Evaluation process in place: Typically this type of analysis is done internally by the individual state agency.

Impact on participating agencies: INA

Impact on business community: INA

Public impact: INA

Impact to the state overall: Georgia was recently ranked #1 among all states for use of electronic commerce by the Center for Digital Government.

Technical Aspects:

Legacy systems supported: Yes, where necessary.

Directory services used: Yes.

Digital signatures used for top level authentication: Yes, where necessary.

Server growth projected: Yes

End-User Needs and Accessibility Issues:

Information privacy: INA

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: INA

Customer feedback/needs assessment: INA

Marketing: 3 member marketing staff.

Lessons Learned: INA

Idaho*

Scope: Planning an enterprise portal approach, The state is currently finalizing strategic planning, and a contract was awarded in October, 1999.

Portal Name: Access Idaho

Internet Address: INA

Launch Date: 1999

Portal Catalyst(s): Legislature

Related Legislation/Rules/Guidelines: The Information Technology Resource Management Council was created by Idaho statutes 67-5745B; 67-5745C (<http://www3.state.id.us/cgi-bin/newidst?sctid=670570045B.K>; <http://www3.state.id.us/cgi-bin/newidst?sctid=670570045C.K>)

Portal Oversight: Information Technology Resource Management Council (ITRMC)

Portal Management: Information Technology Resource Management Council (ITRMC)

Agency Participation: Participation is not required.

Services:

Business-related: Services planned include licensing, filing, applications, record searches, purchasing and payments.

General Public: Services planned include payment of fees and traffic tickets.

Using Credit Cards: INA

Approach to Cost/Benefit Assessment:

Evaluation process in place: INA

Impact on participating agencies: INA

Impact on business community: INA

Public impact: INA

Impact to the state overall: INA

Technical Aspects:

Legacy systems supported: INA

Directory services used: INA

Digital signatures used for top level authentication: INA

Server growth projected: INA

End-User Needs and Accessibility Issues:

Information privacy: No

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: INA

Customer feedback/needs assessment: No

Marketing: Yes

Lessons Learned: INA

Indiana*

Scope: Operational enterprise portal

Portal Name: Access Indiana Information Network

Internet Address: <http://www.state.in.us>

Launch Date: 12/95

Portal Catalyst(s): INA

Related Legislation/Rules/Guidelines: The Intelenet Commission was created by Article 21 of the Indiana Code (<http://www.state.in.us/legislative/ic/code/title5/ar21/ch1.html>)

Portal Oversight: Intelenet Commission

Portal Management: Access Indiana Information Network (AIIN)

Agency Participation: State agencies under the Executive Branch are required to utilize the Access Indiana gateway as the host all Internet information and services.

Services:

Business-related: Premium Services (which require a subscription to the portal) include business entity name search; check corporate name availability; search driver's license records; automobile title and lien records; automobile registration records; Health Professions Bureau licenses search; certified nurse's aide registry; water well database search; floodway, waterway, lake or ditch construction permit filing; new hires reporting with workforce development; legislative bill-tracking service; Indiana Utility Regulatory Commission orders search. **Free business-related services** include: Sex Offender Registry search; judicial opinion search; Indiana Code search; listing of open bids with the state; legislation information search.

General Public: Services requiring a fee include: Indiana income tax filing and vehicle registration renewals. **Free general public services** include: winning lottery number search; instant election results; calendar of events and news releases; unclaimed property database search; Indiana job bank search; State Fair judging results, World War II veterans database search; licensed child care provider search.

Using Credit Cards: Yes

Approach to Cost/Benefit Assessment:

Evaluation process in place: Before December 31 of each year, the Intelenet Commission issues a written report to the general assembly and the governor that summarizes the financial and operational performance of the commission during the preceding fiscal year and forecasts the commission's future financial and operational performance. AIIN also produces bi-monthly General Manager's Reports showing financials, monthly accesses by agency, access history, new completed projects, completed site redesigns, upcoming redesigns, status of development projects, review of future projects, summaries of end-user feedback, review of agencies not yet online.

Impact on participating agencies: Through an enterprise approach to an internet portal, agencies do not have to individually maintain their own infrastructure of machines and people to deliver services. The enterprise approach builds one infrastructure that is shared by all agencies. Additionally, the self-supporting funding model means that there has been no budget impact to make information available to the Indiana constituency. Frequently, there is a positive impact through the implementation of an online service. For instance, the Dept of Revenue estimates that online filing saves \$1.50 per return versus paper filing.

Impact on business community: Businesses are able to get immediate access to state information and services in a cost-effective and efficient manner through the portal. Driver's records may be reviewed as an insurance agent talks to a new client; permits are issued in half the traditional time; attorneys and banks can instantly download a Certificate of Existence for an Indiana company.

Public impact: With time- and frustration-saving services such as Indiana income tax filing and online vehicle registration renewals, in addition to access to over 100,000 web pages on the portal, citizens of the state are realizing the benefits that Access Indiana has brought to the state. The portal now has over five million accesses each month.

Impact to the state overall: Using a public/private business model, Access Indiana has been developed and maintained without the appropriation of tax dollars; the portal is supported by transaction fees associated with commercially valuable records and services. In turn, the private partner provides application/content development, hardware/networking services and marketing services to the state at no charge, and provides the citizens of the state free access to over 99% of the information and services available through the portal.

Technical Aspects:

Legacy systems supported: Yes

Directory services used: No

Digital signatures used for top-level authentication: Not yet

Server growth projected: INA

End-User Needs and Accessibility Issues:

Information privacy: INA

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: Service requests for fees associated with public records are reviewed and approved by the Enhanced Data Access Review Committee, which meets bi-monthly. They are charged by law <http://www.state.in.us/legislative/ic/1999/title5/ar21/ch6.html> to establish a reasonable fee for enhanced access to public records and other electronic records, so that user fees from all electronic transactions are sufficient to develop, maintain, operate, and expand the computer gateway administered by the Intelenet commission.

Customer feedback/needs assessment: INA

Marketing: Yes

Lessons Learned:

- Portal should not be positioned as a revenue-generating mechanism. Citizens have a tendency to view this as a tax on information. Instead, fees are charged for enhanced access to services and data.
- Benefits include increased speed, convenience and accuracy.
- Oversight board is very important but it is not wise to include the Public Utility Commission as oversight but as one of several agencies – too political.
- Technology does not drive e-commerce – marketing does.

Iowa*

Scope: Operational enterprise portal with the following goal: to bring government information and services electronically to the public, business, and industry using the Internet.

Portal Name: IOWAccess Network

Internet Address: <http://www.state.ia.us>

Launch Date: INA

Portal Catalyst(s): INA

Related Legislation/Rules/Guidelines: IOWAccess Advisory Council By-Laws
(<http://www.state.ia.us/main/network/bylaws.html>)

Portal Oversight: State of Iowa Information Technology Services and IOWAccess Network Advisory Council

Portal Management: Department of Information Technology Services

Agency Participation: Optional

Services: Iowa has organized all of the state's agencies and resources into fifteen major groups. To look for an agency or resource, users "click" on a major group which takes them to a list of Website links in that area. An interesting feature is that each resource list is further organized into Government and Non-Government pages. To alternate between Government and Non-Government resources, users click on a "Change View" button.

Business-related: INA

General Public: INA

Using Credit Cards: INA

Approach to Cost/Benefit Assessment:

Evaluation process in place: Yes, but DIR researchers have not obtained copy of evaluation plan.

Impact on participating agencies: INA; too early to know

Impact on business community: Increase in demand has been observed, but no other details were available.

Public impact: Increase in demand has been observed, but no other details were available.

Impact to the state overall: INA

Technical Aspects:

Legacy systems supported: Yes, application links are provided to state database and porting of information is also supported.

Directory services used: X.500

Digital signatures used for top level authentication: INA

Server growth projected: Yes, but no other details available at this time.

End-User Needs and Accessibility Issues:

Information privacy: No information privacy policy available at this time. State has received some formal complaints from the public, but no other details were provided.

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: INA

Customer feedback/needs assessment: Web site mentions that citizen and business surveys have been conducted to determine what services are in the greatest demand; however, survey results have not been obtained by DIR researchers.

Marketing: INA

Lessons Learned: INA

Kansas*

Scope: Operational enterprise portal that offers full service transactional services as part of its premium services. Kansas did not conduct a pilot project first.

Portal Name: Information Network of Kansas

Internet Address: <http://www.state.ks.us>

Launch Date: 1992

Portal Catalyst(s): Legislature

Related Legislation/Rules/Guidelines: Enabling legislation for the Information Network of Kansas (<http://www.ink.org/public/statutes/ksa.cgi>)

Portal Oversight: Governing board of Information Network of Kansas

Portal Management: Information Network of Kansas

Agency Participation: Participation is not required

Services:

Business-related: Premium subscription services include access to motor vehicle records, corporation searches, property valuation data, legal, financial, and medical resources; legislative information (Lobbyist-in-a-Box).

General Public: Informational content includes searchable online directory of state agencies and employees, hunting and fishing licenses and fees, sexual offender database, civil service job openings

Using Credit Cards: INA

Approach to Cost/Benefit Assessment:

Evaluation process in place: Yes

Impact on participating agencies: Effect on agencies' revenues was approximately \$5 million, and agencies are actively developing e-commerce teams.

Impact on business community: INA

Public impact: Fees generally go down as a result of e-commerce.

Impact to the state overall: Approximately 90% of the receipts flow back to the state agencies.

Technical Aspects:

Legacy systems supported: Yes, agencies support their applications and INK supports the e-commerce applications.

Directory services used: No. Have not implemented directory services for applications

Digital signatures used for top level authentication: No, legislation is being pursued

Server growth projected: Yes, growth is now about 15% per year

End-User Needs and Accessibility Issues:

Information privacy: Have privacy statements on site and follow state law regarding open records and privacy. <http://www.state.ks.us/public/about-ink/privacy.html>

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: INA

Customer feedback/needs assessment: Network manager handles this with customers

Marketing: Yes

Lessons Learned: INA

Maine*

Scope: Operational enterprise initiative. Signed contract with New England Interactive in April, 1999. The first services, Interactive Driver Records and Interactive Title & Registration, both functions of the Secretary of State's Office, became available in September 1999.

Portal Name: InforME

Internet Address: <http://www.informe.org/>

Launch Date: July 1999 see http://janus.state.me.us/newsletter/aug99/informe_up_and_running.htm for description

Portal Catalyst(s): InforME Board, Secretary of State and Chief Information Officer

Related Legislation/Rules/Guidelines: "InforME Public Information Access Act," 1 M.R.S.A. § 531, (<http://janus.state.me.us/legis/statutes/1/title1ch140sec0.html>)

Portal Oversight: InforME Board

Portal Management: InforME Board

Agency Participation: Participation is not required

Services:

Business-related: access to driver records and title and registration records presently available, will have ability to search corporate and UCC filing records, and other services.

General Public: will provide driver's license renewal, search capability of existing vanity license plates, and other services to include on-line purchase of hunting, fishing and other licenses and merchandise related to Maine's Department of Inland Fisheries and Wildlife.

Using Credit Cards: Yes, planned but not yet implemented as of 12/99.

Approach to Cost/Benefit Assessment:

Evaluation process in place: Yes, NEI is required to track and report use to data custodian agencies and InforME board.

Impact on participating agencies: Costs will diminish as contractor is providing services that were either not done at all or done by state employees. Service level agreements between agencies and NEI allow agencies to retain a portion of statutory fees in exchange for providing services.

Impact on business community: INA

Public impact: INA

Impact to the state overall: NEI assumed hosting responsibilities for a portion the State of Maine Web site 12/8/99. The remainder is scheduled for migration in the first quarter of 2000. See http://janus.state.me.us/newsletter/dec99/informe_assumes_responsibility_f.htm for more information. A site search engine and "how do I" service have been added. A new State home page design is underway, and should be ready for implementation following the testing of the migration to NEI servers. The first InforME Annual Report to the Maine Legislature should be available early in 2000.

Technical Aspects:

Legacy systems supported: Yes

Directory services used: X.500 (Janus.state.me.us/bis/phone/phone.htm)

Digital signatures used for top level authentication: No. Legislation is under development.

Server growth projected: Yes

End-User Needs and Accessibility Issues:

Information privacy: No privacy policy available.

Individuals with disabilities: INA NEI is bound by its Master Contract to adhere to the ADA Accessibility Standards adopted by the Information Services Policy Board. See <http://janus.state.me.us/policybd/meswhw2.htm>

Language/literacy barriers: INA

Access to Internet resources: There is a schools and libraries program, and the Maine ATM Distance Learning project provides support and equipment.

Policies on charging for public information: The Information Services Policy Board has the responsibility to set policies regarding fees that agencies charge for information. See <http://janus.state.me.us/policybd/feepol.htm> for the text of the policy. Maine FOIA sets parameters for access to public information, and a description and citation may be found at <http://web.state.me.us/legis/opla/confid.htm>. In addition, a Maine Assistant Attorney General has written an opinion regarding the permissibility to charge for value added information <http://janus.state.me.us/policybd/vaa.htm>, which led to the submission of the legislation which authorized the InforME Board.

Customer feedback/needs assessment: Provides feedback form on Website (<http://www.informe.org/new/index.html>) for citizens to request services and make suggestions for improved delivery methods.

Marketing: No, but is in development.

Lessons Learned: Private/public partnership governed by a board put agencies on a level playing field, rather than have the agencies competing with one another for limited funds. Legislation or executive order should be in place before beginning a statewide portal project. If outsourcing the project, keep the software in escrow and use an irrevocable Letter of Credit instead of a bond with a contract provision stating that the letter of credit may be reduced by 50% after first 6 months if Board is happy with outsourcing vendor's performance. The master contract requires NEI to provide one free service for every approved fee service.

Massachusetts

Scope: Operational gateway to state government and local community sites. Currently in the exploratory phase of a portal project

Portal Name: Official Home Page of the Commonwealth of Massachusetts

Internet Address: <http://www.state.ma.us/>

Launch Date: 1994

Portal Catalyst(s): The Executive Office for Administration and Finance's Information Technology Division (ITD) provides Internet connectivity for state agencies. The state's home page was developed in 1994 as a way to provide state agency information over the Internet. Since then, a majority of state agencies have a presence on the web and many agencies have moved from providing static information to providing online transactions that streamline government processes. For a history of the development of the Commonwealth's home page please see <http://www.state.ma.us/webmass/history.htm>

Related Legislation/Rules/Guidelines: Guidelines for the development of state web sites are provided at <http://www.state.ma.us/webmass/>. The Commonwealth's Information Technology Architecture and Enterprise Standards can be found at <http://www.state.ma.us/itd/standard/index.htm>

Portal Oversight: Executive Office for Administration and Finance's Information Technology Division

Portal Management: Individual agencies are responsible for their own site's content. Agencies forward web pages to the Information Technology Division's Internet Services Group for quality assurance and posting to the state's web site. The state's web server is hosted by an ISP under a contract managed by ITD's Internet Services Group.

Agency Participation: Current site links to all agencies that currently have web sites. Forty smaller agencies, boards and commissions do not have web sites at this time.

Services:

The state's home page provides a convenient way for businesses and the general public to "Get things done" with government entities. Links are provided at the top level to Search Databases, File/Apply/Pay, Request Information, and Download Forms.

The state provides several web applications that enable citizens to file/apply for a permit/license online. These applications can easily be accessed from the homepage link titled "File/Apply/Pay" (www.state.ma.us/app.htm).

These applications include the following:

- {PRIVATE}[Application and Agreement for Child Support Services](#) DOR Child Support Enforcement
- [Apply for a License/ File Complaint Against](#) Office of Consumer Affairs and Business Regulation
- [Consumer Complaints](#) Office of Consumer Affairs and Business Regulation
- [Electronic Permit Application Forms Library](#) Department of Environmental Protection
- [Express Lane: pay citations, registration renewals, Duplicate registrations, and special plates](#) Registry of Motor Vehicles
- [Insurance Consumer Complaints](#) Division of Insurance
- [Investor Complaint Form](#) Secretary of the Commonwealth Securities Division
- [Mass Job Bank: Employer Services](#) Division of Employment and Training
- [Mass Job Bank: Job Seeker Services](#) Division of Employment and Training
- [On-Line Certification for Dry Cleaners and Photoprocessors](#) DEP Environmental Results Program (ERP)
- [Online Order Form for Maps or Digital Data](#) Massachusetts Geographic Information System (MassGIS)
- [Utility Complaints](#) Department of Telecommunications and Energy

- [Camping Reservations](#) Department of Environmental Management

In addition, the following applications are being developed for implementation:

- [SPORT](#), an application that enables citizens to purchase hunting and fishing licenses online, Department of Fisheries, Wildlife, and Environmental Law Enforcement
- [Corporate Division of Electronic Filing](#), enables corporations to file annual reports and UCC documents electronically, Secretary of State
- [Lobbyist Database](#), a database of lobbyist information supporting inquiries from the general public and electronic filing for lobbyists, Secretary of State.

Using Credit Cards: Yes. The following online license/permit applications currently accept credit card payments:

- Express Lane (Registry of Motor Vehicles) - a web application that enables users to pay with a credit card for renewing registrations, obtaining a duplicate registration and driver's licenses, paying citations, and ordering special plates online.
- Camping Reservations (Department of Environmental Management) – a web application that accepts credit card payments to reserve camping sites throughout the state.

The following application is under development: SPORT (Department of Fisheries, Wildlife, and Environmental Law Enforcement) – a web application that will accept credit card payments for hunting and fishing licenses.

Note: Massachusetts does not in any way restrict the acceptance of credit/debit cards or other types of electronic payments for government goods and services.

Approach to Cost/Benefit Assessment:

Evaluation process in place: No formal evaluation process in place. Site usage statistics are monitored (<http://www.state.ma.us/webmass/stats.htm>) and webmaster's email provides feedback regarding usability and satisfaction.

Impact on participating agencies: Web hosting and site management is provided to agencies at no additional cost

Impact on business community: Government information, forms and some transactions are available online at any time

Public impact: Accessibility to government information and processes is improved. Online transactions available any time at no additional cost improve convenience

Impact to the state overall: Improved communication and interaction between government employees and officials, business partners and the general public

Technical Aspects:

Legacy systems supported: Yes; in some cases links to actual agency servers; otherwise information is ported via data extracts or replication.

Directory services used: No

Digital signatures used for top level authentication: No

Server growth projected: Yes

End-User Needs and Accessibility Issues:

Information privacy: A special task force in governor's office is looking at privacy issues including legislative changes (see <http://www.state.ma.us/consumer/New/pr062399.htm>). ITD is also working on guidelines for state agency privacy statements on web sites.

Individuals with disabilities: The Commonwealth's Information Technology Architecture and Enterprise Standards address accessibility of web sites (<http://www.state.ma.us/itd/standard/ArchStan.htm#HTMLAuth>). Minimum Web accessibility standards are currently being drafted.

Language/literacy barriers: Specific agency sites may address this issue. There is no statewide approach.

Access to Internet resources: As part of the Commonwealth Procurement Access and Solicitation System (Comm-PASS), the Commonwealth has established community access points throughout the state where computers with Internet access are available to the public. Internet access for the public is also available at public libraries throughout the state as part of a Board of Library Commissioners initiative.

Policies on charging for public information: Bias is towards not charging fees for public information made available on-line.

Customer feedback/needs assessment: The Citizen Information Service of the Office of the Secretary of the Commonwealth offers information on state programs and referrals to appropriate state agencies via The Citizens' Guide to State Services. Local and toll-free phone numbers are offered (TTD enabled) as well as email addresses. Contacts for further information and to report problems with the web site are provided at <http://www.state.ma.us/contact.htm>

Marketing: No statewide marketing efforts at present. Agencies are encouraged to publish their site addresses on their letterhead and agency publications.

Lessons Learned: Distributed content management to enable individual agencies to exercise control over content is extremely important. It is also beneficial to provide different ways to access the same information. Given the variety of audiences and the breadth of issues a state web site has to address, it's important to keep in mind the different contexts from which the same information may be sought. Some of the issues or challenges the state still faces include:

1. How to scale up the Public Access infrastructure to support the growing number of web transaction applications agencies are developing
2. How to achieve a consistent look and feel to provide "one face" of government
3. As more government business is conducted online and outsourcing options are considered, issues such as data ownership, confidentiality and privacy, application ownership, and fees for access to public information and government services are important public policy issues that need discussion.

Michigan

Scope: A new enterprise wide portal is under development. The site will include links to the State of Michigan Government, Counties, Townships, Cities, Villages, public protection and criminal justice, related government associations, information and technology oriented and other organizations and businesses, vendors, cooperative educational services, school districts, libraries, University research sites and others.

Portal Name: A formal name has not been determined. Working portal names include State of Michigan Home Page, State of Michigan Portal, and "e - Michigan".

Internet Address: <http://www.state.mi.us/>

Launch Date: The existing site was established on June 30, 1995. The new site will be implemented during 2000.

Portal Catalyst(s): Executive Branch

Related Legislation/Rules/Guidelines: Under development.

Portal Oversight: State CIO in the Department of Management and Budget.

Portal Management: Policy framework and design management is under the Office of Information Technology Solutions, Department of Management and Budget. Operational and technical management is under telecommunications and technology units within the Department of Management and Budget.

Agency Participation: Optional, and actively encouraged.

Services: The state web site currently includes all three branches of government, with agency based links to other Internet resources. The state is rapidly and systematically moving toward a web centric operation where all services and systems will become available via an internet, intranet and extranet. See the section on scope for examples.

Business-related: A number of Departments have on-line, fax and telephone transaction capabilities, particularly in the licensing, regulatory and permitting areas and in registrations. Selected on-line business and regulatory services include: downloadable and selected interactive forms and other transactional capabilities (e.g. licenses, permits); tax filing; arts grants; Adult Foster Home, Child Day Care, Child Welfare licensing; internet enabled Talent / Job Bank; general mail boxes; and e - mail contact with professional staff.

General Public: Selected services to the general public include: downloadable and selective interactive forms; general mail boxes; e - mail contact with staff; license plates and watercraft registration; tax filing; employment and job related services, e.g. job searches and unemployment compensation; Medicaid fraud and patient / vulnerable adult complaints; child immunization registry; digital democracy services including access to legislators, legislation, and bills; a wide range of education and library services; scholarship and grant information.

Using Credit Cards: Selected applications, including Secretary of State and Consumer and industry Services.

Approach to Cost/Benefit Assessment: INA

Evaluation process in place: Yes.

Impact on participating agencies: Under review. Anticipate redesigned processes, more effective and efficient services, reduced costs.

Impact on business community: Under review. Anticipate increased convenience, quicker turnaround, improved accuracy, and reduced costs.

Public impact: Under review. Anticipate greater convenience, quicker turnaround, reduced costs.

Impact to the state overall: Under review. A move toward a "one-stop-shop" "single face" service model. Anticipate support for priority service areas such as education, health care, economic development and improvement in quality of life for residents, visitors and those in e - contact

Technical Aspects:

Legacy systems supported: Yes

Directory services used: Yes

Digital signatures used for top level authentication: No.

Server growth projected: Yes. Under review.

End-User Needs and Accessibility Issues:

Information privacy: Current policies under review.

Individuals with disabilities: Under review.

Language/literacy barriers: Under review.

Access to Internet resources: Policies are under review. State Internet services can be accessed through home, businesses and public locations such as libraries, and through vendors for selected licenses (e.g. hunting and fishing). Other options such as kiosks are under review. Also, a number of agencies have links to other internet services, particularly in education, library services, taxation and revenues, employment and career development, and economic development.

Policies on charging for public information: Under review.

Customer feedback/needs assessment: Under development.

Marketing: Yes

Lessons Learned:

- Customer-centric and life choice based model and design.
- Service and business plan, not technology driven model and design.
- Need for a "single face," look and feel of portal (enterprise vs. aggregated silos).
- Customer, partner and agency involvement in all phases ; provision of incentives.
- Process change, redesign, reengineering must proceed in tandem with portal design.
- Need to understand options and develop clear, well grounded positions on issues such as:
 - privacy, security, scope, content, standards, access (e.g. disabilities, language) and other policy and design issues
 - policy and business case for choice of funding model, potential fees and value adding approaches
 - extent and nature of public/private partnerships, balance between service provision and potential management responsibilities, potential fee sharing.

Note: the above options do not necessarily represent State of Michigan positions.

Mississippi

Scope: Considering e-government at this time for enterprise wide initiative; completed a feasibility study

Portal Name: Mississippi Inter@ctive

Internet Address: <http://www.state.ms.us>

Launch Date: December 10, 1999

Portal Catalyst(s): Research conducted by the Strategic Services Division of the Mississippi Department of Information Technology Services

Related Legislation/Rules/Guidelines: Not yet determined

Portal Oversight: Oversight provided by the Strategic Services Division of the Mississippi Department of Information Technology Services

Portal Management: Management provided by the Strategic Services Division of the Mississippi Department of Information Technology Services

Agency Participation: Participation is not required.

Services:

Business-related: Mississippi Inter@Active is the state Internet portal providing interactive government services online to help meet the needs of businesses and the people of Mississippi. Developed and managed by the Department of Information Technology Services, Mississippi Inter@Active leverages the state's advanced-technology infrastructure and provides easy-to-use information 24 hours a day, seven days a week.

General Public: Our goals and objectives include expanding the base of users who can access public information as well as increasing the amount and availability of public information and transactions with the State of Mississippi. The duties of the Mississippi Inter@Active are to develop and implement a portal system to provide electronic access to public information for Mississippi citizens, to explore ways of expanding the amount and kind of public information provided, increasing the utility and form of the public information provided, and to explore ways of improving citizen and business access to public information

Using Credit Cards: Credit cards are not used at this time

Approach to Cost/Benefit Assessment:

Evaluation process in place: INA

Impact on participating agencies: INA

Impact on business community: INA

Public impact: INA

Impact to the state overall: INA

Technical Aspects:

Legacy systems supported: INA

Directory services used: INA

Digital signatures used for top level authentication: INA

Server growth projected: INA

End-User Needs and Accessibility Issues:

Information privacy: INA

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: INA

Customer feedback/needs assessment: INA

Marketing: Marketing provided by the Strategic Services Division of the Mississippi Department of Information Technology Services

Lessons Learned: Results from the feasibility study include several recommendations. One is to look very carefully at a pure outsource model since the vendor would have control over the portal for a minimum of five years. The pure state model requires the state to assume portal roles such as advertising, public relations, customer relations, billing, collection, and systems development to name a few. A partnership model requires a vendor to implement the portal, but the state assumes control at some point. Since this is a grassroots initiative, the suggestion is made for requesting legislation to cover funding the portal, identifying the state roles, establishing a governing board, authority to sell advertising on the portal, and authority to change fees that agencies charge for services.

Nebraska*

Scope: Operational enterprise portal offering full service transactions.

Portal Name: Nebraska @Online

Internet Address: <http://www.state.ne.us>

Launch Date: 1997

Portal Catalyst(s): Legislature

Related Legislation/Rules/Guidelines: Statutes expand the duties of the Nebraska State Records Board to include oversight and management of electronic access to government information, including information provided over the Internet.

Portal Oversight: Nebraska State Records Board (NSRB)

Portal Management: Nebraska @Online (Network Manager) for subscription-based premium services

Agency Participation: Agencies have been very cooperative, while participation is not mandatory

Portal Services:

Business-related (as subscriptions for "Premium Services"): UCC Searches (SOS), EFT Searches (SOS), Corporation/Business Entity Searches (SOS), Sale/Tax Use Permits (Dept of Revenue). State also offers UCC Filing capability online as a premium service.

General Public (as subscriptions for "Premium Services"): Drivers License Records (DMV), Titles, Liens, & Registrations (DMV)

Using Credit Cards: Yes. Form of payment should be indicated on Subscription forms (for NOL)

Approach to Cost/Benefit Assessment:

Evaluation process in place: INA

Impact on participating agencies: The DMV saved an equivalent of 2 FTEs/\$75,000 in paper reduction. Overall, revenue-generating transactions have increased.

Impact on business community: Secretary of State offers UCC filings at \$5/filing online vs. \$6/filing via paper.

Public impact: Benefits include being able to submit online form filing, requesting permits, and the ability to update information from remote locations

Impact to the state overall: Nebraska@Online provides an Internet gateway to resources made available by dozens of other state agencies, state funded colleges/universities, and other Nebraska World Wide Web Services such as the Nebraska State Government Home Page, the Office of the Governor Home Page, and the Community Information Technology Home Page.

Technical Aspects:

Legacy systems supported: Yes, through the porting of information

Directory services used: No

Digital signatures used: Planned

Server growth projected: Server capability will be upgraded in the near future - December 1999

End-User Needs and Accessibility Issues:

Information privacy: Nebraska is considering publishing an official information privacy policy.

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: INA

Customer feedback/needs assessment: INA

Marketing: INA

Lessons Learned:

Nebraska is a contracting state. Its web portal Nebraska@Online, is well organized and easy to navigate. It is clear from the links what services are free and which services require a subscription.

New York

Scope: A white paper is being developed by the New York State Forum for Information Resources Management (a voluntary network of public officials organized to promote policies and practices for effective use and management of information resources in New York State government). The paper outlines four specific actions that New York could undertake to develop e-commerce for government. These proposed actions include fostering strong leadership, marshalling resources, and promoting buy-in at the highest levels

Portal Name: Not yet determined by state

Internet Address: Not yet determined for statewide portal

Launch Date: Not yet determined.

Portal Catalyst(s): NYS Office for Technology, with support from the NYS Office of State Comptroller, NYS Office of General Services, New York State Forum for Information Resources Management

Related Legislation/Rules/Guidelines: Electronic Signatures and Records Act provides a broad statewide approach intended to make it easier for businesses and consumers to use technology. The Electronic Value Transfer Act provides for State agencies to accept payment from customers via credit cards, debit cards and other forms of electronic payment.

Portal Oversight: INA

Portal Management: NYS Office for Technology

Agency Participation: Participation is not required. Agencies and local governments are authorized and empowered but not required to produce, receive, accept, acquire, record, file, transmit, forward, and store information through electronic means.

Services:

Business-related: Tax links from current Department of Taxation and Finance web page for employer withholding and wage reporting.

General Public: Tax links from current Department of Taxation and Finance web page for electronic filing of personal income taxes. Online motor vehicle registration is also available.

Using Credit Cards: Statewide RFP under development through the Department of Taxation and Finance for acceptance of electronic payments. Certain agencies, for example, Parks and Recreation accept payment via credit card through arrangements with private vendors).

Approach to Cost/Benefit Assessment:

Evaluation process in place: Electronic Value Transfer Act requires an analysis of business impact for any proposed use of credit cards. This process will go into effect after completion of EVTA RFP award. Use of electronic signatures and electronic records will be evaluated in a series of reports from the NYS Office for Technology to the Governor and Legislature.

Impact on participating agencies: NA

Impact on business community: NA

Public impact: NA

Impact to the state overall: NA

Technical Aspects:

Legacy systems supported: INA

Directory services used: INA

Digital signatures used for top level authentication: INA

Server growth projected: INA

End-User Needs and Accessibility Issues:

Information privacy: A personal privacy protection section is included in Electronic Signatures and Records Act. A variety of State laws cover privacy of certain types of information (e.g. pertaining to personal records on AIDS, mental health, taxes).

Individuals with disabilities: There is a statewide policy requiring state agencies to comply with web accessibility guidelines.

Language/literacy barriers: The state web page has a link to the Ethnic/Minority Outreach Project.

Access to Internet resources: INA

Policies on charging for public information: State Freedom of Information Law (FOIL).

Customer feedback/needs assessment: The state web page has a link entitled "WANTED: Your Opinion!"

Marketing: INA

Lessons Learned: INA

Ohio

Scope: No portal initiative. The Ohio Department of Administrative Services disseminates guidelines for developing websites, offers website development services, and coordinates a production website for state agencies to use. Agencies create content that is housed on the Ohio Department of Administrative Services' servers. These services are free to state agencies.

Portal Name: NA

Internet Address: <http://www.state.oh.us/>

Launch Date: 1995

Portal Catalyst(s): NA

Related Legislation/Rules/Guidelines: NA

Portal Oversight: NA

Portal Management: Ohio Department of Administrative Services.

Agency Participation: Participation is not required

Services:

Business-related: A link for doing business with Ohio is available off the State Front Page which includes state procurement resources, business and economic development information, a business filing and information center, assistance for small businesses and home businesses, Ohio economic development facts, and Ohio's electronic commerce program.

General Public: Many database searches are offered including unclaimed funds, job postings, licensed professionals (doctors, accountants, nurses, etc.), incarcerated felons, children available for adoption, childcare programs, water wells, Ohio laws, and K-12 school report cards and proficiency test results. Numerous forms can be downloaded and/or filed electronically.

Using Credit Cards: Yes, for a pilot project for licensure renewal beginning December 1999.

Approach to Cost/Benefit Assessment:

Evaluation process in place: Yes

Impact on participating agencies: Need for clerical/phone staff declines as information is made available on the website.

Impact on business community: INA

Public impact: INA

Impact to the state overall: INA

Technical Aspects:

Legacy systems supported: NA

Directory services used: LDAP

Digital signatures used for top level authentication: No, but directory service supports digital signatures. Legislation is pending to support electronic signatures because the legal effect of documents signed electronically in Ohio is currently uncertain. A pilot project using PKI technology for digital signatures is currently in production.

Server growth projected: Yes, but not as a formal process. Recently made decision to use cluster servers for ease of adding servers when needed. Will order two new servers shortly.

End-User Needs and Accessibility Issues:

Information privacy: Yes, the policy is in the approval process.

Individuals with disabilities: Ohio's Internet Advisory Committee developed best practices for state website development to assist agencies in creating universally accessible pages.

Language/literacy barriers: INA

Access to Internet resources: All Ohio libraries and K-12 public schools are equipped with web-linked PCs.

Policies on charging for public information: Ohio does not charge, nor do we plan to charge, for any web-based services to access public information.

Customer feedback/needs assessment: Comments to the webmaster, site tracking and statistics are used in the annual evaluation of the efficacy of Ohio's website.

Marketing: No

Lessons Learned: In exchange for using the free web support services provided by the Department of Administrative Services, agencies must commit to complying with some minimal requirements, e.g., naming conventions, browser independence, supported software tools, etc.

Launch agency websites only upon approval of agency top management.

Encourage unlimited agency participation in a statewide Internet Advisory Committee for information sharing to avoid overlapping initiatives and promote information sharing. Use listservs and websites for sharing ideas and resolving issues.

Develop websites using a team approach: designers are lousy programmers, programmers are poor designers, and neither is usually sensitive to political issues.

Pennsylvania

Scope: An enterprise portal approach is in the planning stages. Pennsylvania has just completed the first phase (a pilot) of a three-phase project to establish an enterprise-wide web-based portal for government access. The second phase is due to be completed in three more months, with subsequent phases rolled out over the next 12-18 months, providing increasingly more functional style government, thus offering a single face to the public and Pennsylvania's business, local government, and education communities. All common functions across agencies, such as forms, will be developed by the Governor's Office of Administration/ Office for Information Technology and will eventually include local governments and school districts. Individual agencies will remain responsible for developing services for unique functions.

Portal Name: INA

Internet Address: <http://www.state.pa.us>

Launch Date: 1999

Portal Catalyst(s): Governor's Office

Related Legislation/Rules/Guidelines: INA

Portal Oversight: A Governing Board is in place, serving as a steering committee made of key decision-makers from selected agencies.

Portal Management: State agency: Governor's Office of Administration/ Office for IT

Agency Participation: Participation is required according to standards and guidelines that are being developed.

Services:

Business-related: Filing information and all forms will be available from one website

General Public: At this time, content is informational.

Using Credit Cards: Current use is on a limited basis; however, a number of agencies are preparing and implementing this functionality to become operational in the first half of 2000.

Approach to Cost/Benefit Assessment:

Evaluation process in place: Yes

Impact on participating agencies: Reduction in transaction processing time for forms that can be filled out and submitted via the web. For instance, the time to process the PA-100 form that all businesses must submit in order to do business in Pennsylvania, was reduced from 3-6 weeks to 2-3 days. Agency personnel can now assist customers with the form rather than push paper and provide proactive customer services.

Impact on business community: Data will be entered only once as forms are linked across government agencies. Forms and permits will be processed faster, reducing waiting time for businesses to be up and running.

Public impact: Some reduced fees for registering online and more rapid response rates will encourage the use of the web.

Impact to the state overall: All data collected from forms will be linked and shared throughout state government, reducing data entry, data error, increasing accuracy, and providing consistency.

Technical Aspects:

Legacy systems supported: Yes

Directory services used: Right now architecture calls for the use of Microsoft's ADSI (Active Directory Service Interface) v2.0 prior to implementation of Windows 2000.

Digital signatures used for top level authentication: Legislation has passed in both of Pennsylvania's legislative bodies, and is in Committee resolution. The Governor's Office of Administration/Office for Information Technology is finalizing enterprise standards that will be implemented as soon as the legislation is made law via the Governor's signature. Certain applications are currently using digital signature and authentication technology; however, wide-scale general use of this technology by all other agencies awaits the finalization of this legislation.

Server growth projected: INA

End-User Needs and Accessibility Issues:

Information privacy: An enterprise privacy policy statement is in development for issuance in the first quarter of 2000. Possible legislative involvement and oversight is also being discussed with the legislature.

Individuals with disabilities: Current enterprise standards provide resources for the visually impaired.

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: Policy is most government information is provided to the general public at no costs. Some information provided to businesses is done at a nominal cost. Charges for information available via the Internet are limited and rare in nature—all general information is available at no cost.

Customer feedback/needs assessment: Customer feedback, at this time, consists of the ability to communicate with the agency directly via email, or address issues or concerns directly with the state's webmaster.

Marketing: Yes

Lessons Learned: Pennsylvania created two advisory committees, one composed of top decision-makers in key agencies, the other composed of select CIO's from non-information technology-related Fortune 500 companies based in Pennsylvania. Initiatives are taken to either or both advisory committees for feedback and input. State agencies also look to these private sector CIO's for advice and best practices. Staff fear of change and possible job loss were alleviated through education and inclusion in the decision-making process. The Governor's office has established, or is in process of establishing an enterprise portal architecture and related enterprise policies and standards. Agencies are encouraged to use the standards through funding controls.

Utah*

Scope: Operational enterprise portal using a private partner as the site manager.

Portal Name: e-Utah

Internet Address: <http://www.state.ut.us/>

Launch Date: August 1999

Portal Catalyst(s): Governor's Office

Related Legislation/Rules/Guidelines: Digital State legislation was enrolled in 1999 (<http://www.le.state.ut.us/~1999/bills/sbillenr/SB0188.htm>); and a digital signatures law was passed in 1995 (<http://www.commerce.state.ut.us/digsig/dsmain.htm>). A Governor's [executive order](#) created an advisory body, the Utah Electronic Commerce Council that advises the CIO and the Governor. The CIO has full authority to enter into contracts, according to [the Information Technology Act](#).

Portal Oversight: Utah Electronic Commerce Council advisory board to the CIO - created by executive order

Portal Management: Private partner

Agency Participation: Participation is not required. Initial agencies participating in the development of state portal include the CIO's office, the Department of Commerce, the Department of Public Safety, the Department of Human Services, and the Tax Commission.

Services:

Business-related: Business guide to doing business in Utah (<http://www.dced.state.ut.us/NAV/library/bizutah/title.htm>); planned services include record searches (e.g., motor vehicle, recreational vehicle, driving record, investigative, corporate standing, and credit search); information to support business startups; UCC registrations; worker compensation filings; environmental reports, permits, and grant and loan management

General Public: General links, maps, and other informational services (<http://www.state.ut.us/government/c2g.html>); also payment services for traffic tickets and fees; employment applications

Using Credit Cards: Operational

Approach to Cost/Benefit Assessment:

Evaluation process in place: INA

Impact on participating agencies: INA

Impact on business community: INA

Public impact: INA

Impact to the state overall: INA

Technical Aspects:

Legacy systems supported: Planned

Directory services used: INA

Digital signatures used for top level authentication: The State of Utah adopted the Utah Digital Signature Act on February 27, 1995, and thus became the first jurisdiction in the world to implement an electronic authentication legal infrastructure using Digital Signature technology.

Server growth projected: INA

End-User Needs and Accessibility Issues:

Information privacy: INA

Individuals with disabilities: "Bobby" Compliant

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: Access charges for all transactions (now and future) are approved by the UECC as each application is prioritized and decided upon. Many will be free and there will be no data access charge.

Customer feedback/needs assessment: There is an online survey form
(<http://www.state.ut.us/questionair.html>)

Marketing: INA

Lessons Learned: INA

Virginia*

Scope: Operational enterprise portal with the following goal: to improve access to free information while also building value-added services for commercially-viable information of interest to the business community.

Portal Name: VIPNet (Virginia Information Providers Network Authority)

Internet Address: www.vipnet.org or www.state.va.us

Launch Date: March 18, 1998

Portal Catalyst(s): Governor's Office

Related Legislation/Rules/Guidelines: The Virginia Internet Policy Act (<http://www.sotech.state.va.us/gcoit/gcmeet1.htm>) and the VIPNet authorizing language: (<http://www.vipnet.org/vipnet/history/vipnetcode.html>)

Portal Oversight: Virginia Information Providers Network Authority is governed by an 11-member board of directors. Five members are from the private sector and six members are from the public sector. The Secretary of Technology, the Deputy Secretary of Technology and the Executive Director of the Department of Technology Planning are members of the Authority governing board. The Secretary of Technology has policy responsibility for VIPNet. The Secretary of Technology is also charged with developing a blueprint for state government information technology planning and decision-making. The Council on Technology Services (COTS) supports the Secretary in this initiative.

Portal Management: Virginia Interactive, LLC

Agency Participation: Agency participation is optional. Initial participants included the Department of Motor Vehicles, Virginia Code Commission, the Department of Forestry, the Council on Indians, and the Frontier Culture Museum. Now state and local entities have partnered with VIPNet on over 120 projects. The state policy on agency reimbursement is available at <http://www.vipnet.org/vipnet/history/vipnetcode.html#9-364>.

Services: All information and services provided by VIPNet are available at no charge except for VIPNet's premium services. Premium services are those information resources for which the Network provides enhanced access or other value-added services and for which a fee is assessed. Currently, VIPNet offers the following premium services: Electronic access to Virginia Department of Motor Vehicles (DMV) records; Electronic access to the Virginia Department of Game and Inland Fisheries (DGIF); Boat Registration Database; Lobbyist-in-a-Box Web-based bill tracking service, developed in partnership with the Virginia General Assembly's Division of Legislative Automated Systems (DLAS)

Business-related: Department of Motor Vehicles services, including motor carrier services and dealer services.

General Public: weblinks to state government agencies; DMV services

Using Credit Cards: Lobbyists are able to register on-line using credit cards.

Approach to Cost/Benefit Assessment:

Evaluation process in place: INA

Impact on participating agencies: Network Manager's staff serves as an adjunct to the agency staff for those projects on which the agency and VIPNet partner.

Impact on business community: Business now has an intermediary to go to with requests for Web-access to government information.

Public impact: Now over 60 free applications have been made available to the public and 60 more are in various stages of development. None of the applications that VIPNet has developed have used government tax dollars or subsidies.

Impact to the state overall: INA

Technical Aspects:

Legacy systems supported: Yes, application links to agency databases for dynamic data; porting of agency information for less dynamic data

Directory services used: INA

Digital signatures used for top level authentication: Working with the Secretary of Technology's digital signature workgroup. Will be participating on 5-7 pilot projects involving digital signatures.

Server growth projected: Eight servers currently in place. Will add more as demand increases

End-User Needs and Accessibility Issues:

Information privacy: The state has a policy on public records open to inspection, and the procedure for requesting records and responding to request and charges is available at: <http://leg1.state.va.us/cgi-bin/legp504.exe?000+cod+2.1-342>;. There is also a policy on access to public information, the receipt of information, and on the application of statutory restrictions on confidentiality to VIPNet Authority: <http://www.vipnet.org/vipnet/history/vipnetcode.html#9-365>

Individuals with disabilities: Accessibility Compliance statement and feedback mechanism are available (<http://www.vipnet.org/access.html>)

Language/literacy barriers: INA

Public access to Internet resources: INA

Policies on charging for public information: Policy on public records to be open to inspection; procedure for requesting records and responding to request and charges: <http://leg1.state.va.us/cgi-bin/legp504.exe?000+cod+2.1-342>

Customer feedback/needs assessment: User feedback capability on information privacy: <http://www.vipnet.org/privacy.html>

Marketing: Network Manager's staff has a marketing department that trains both public and private users on the various applications developed. Marketing department conducts focus groups as needed. Marketing department attends conferences and operates a demonstration booth that highlights VIPNet applications.

Lessons Learned: A special fund was established to enable the VIPNet Authority's acceptance of private donations (<http://www.vipnet.org/vipnet/history/vipnetcode.html#9-368>;). Also, agencies are reimbursed for costs incurred to provide electronic access to information and electronic transactions.

Washington

Scope: Washington is transforming the relationship between citizens and state government with a new model of digital government. Unprecedented access to government information and services through its *Access Washington* Internet portal puts citizens in charge of their relationship with government. Operational state portal takes the state-run enterprise approach. A central office develops guidelines and standards that agencies follow. The state is considering the self-funding model of a private partnership but has not determined yet if this is the best path.

Portal Name: *Access Washington*

Internet Address: <http://access.wa.gov/>

Launch Date: November 18, 1998

Portal Catalysts: Governor's Office

Related Legislation/Rules/Guidelines: Credit and Debit Card Acceptance Standards
(<http://www.ofm.wa.gov/policy/40.10.htm>);

Portal Oversight: Cabinet-level subcommittee chaired by Governor's chief of staff and the Governor's technology advisor (includes the Department of Information Services, the Information Services Board, the Sub-cabinet on Management, and the E-commerce Steering Committee).

Portal Management: The Department of Information Services (DIS) is a discretionary use "fee for service" agency within state government.

Agency Participation: Agency participation is not required but is encouraged.

Services available through the portal:

Business-related: Electronic tax filing; state business records inquiry (required by law to make information available to the public regarding businesses registered with the Department); contractor registration inquiry; links to SBA; on-line "licensing library" that provides information on federal, state, county and city licensing; links to the business development program work to attract new domestic and international investment, assist in the creation of family-wage jobs and serve as a business advocate; resources for anyone interested in doing business with Washington's public agencies; guide to Washington's Chambers of Commerce; online scheduling for electrical inspections; environmental permit assistance; prevailing wage rates; labor market information and WORK job search service allowing employers to post job openings and review potential candidates' resumes.

General Public: includes daily state government news service for general public and news media (over 45 state agencies contribute news – over 1,900 news releases posted); unclaimed property; personalized plate inquiry; criminal history lookup; health care and social services links; winning lottery numbers; outdoor recreation; agency links; employment opportunities; earthquake information; vehicle tax calculations; digital postcards of Washington scenes; links just for kids; the WaWizQuiz.

Using Credit Cards: Yes (credit cards).

Approach to Cost/Benefit Assessment:

Evaluation process in place: An economic feasibility plan should demonstrate the cost effectiveness of accepting credit/debit cards or similar devices. Agencies should consider all factors relating to costs and savings associated with accepting credit/debit cards and other similar devices in their plan.

Impact on participating agencies: incremental costs to incorporate "look and feel" of website; each agency tracks any revenues received from portal operations; this is not tracked centrally; no change in

agency fees as yet; adapting a common look and feel to agency websites has affected some internal agency processes (a common style guide is used by all agencies)

Impact on business community: INA

Public impact: citizen feedback re: need for online government

Impact to the state overall: Winner of Digital State Award two years in a row from Progress and Freedom Foundation. *Access Washington* is also the winner of the Business on the Internet (BOTI) Award; the NASIRE Recognition Award for Best Service Application; *Government Technology* magazine's Best of the Web Award for Best State Government Web Site; and the Washington Software Alliance Industry Achievement Award Finalist for Best Web Site. Agencies have used templates and style guides when building their websites; they have also participated in statewide security architecture, digital signature, and electronic payment filing.

Technical Aspects:

Legacy systems supported: Yes.

Directory services used: In design now.

Digital signatures used for top level authentication: In design now.

Server growth projected: INA

End-User Needs and Accessibility Issues:

Information privacy: Privacy policies are being developed.

Individuals with disabilities: INA

Language/literacy barriers: INA

Access to Internet resources: INA

Policies on charging for public information: Decisions are left to the individual agencies.

Customer feedback/needs assessment: An e-mail feedback mechanism is available to the public.

Marketing: Yes.

Lessons Learned: Cooperative efforts are key for e-commerce. Developing an organizational structure that "works" is very challenging. Interagency collaboration is essential. Privacy and security policies and processes are key to gaining agency acceptance and participation. Cost benefit analysis is very difficult when parallel services need to be maintained. Bottom line issues are not the only criteria for measuring benefit. Questions must be resolved as to "whose" benefit: the public or the agencies? State provides guides for preparing an Economic Feasibility Plan (<http://www.ofm.wa.gov/policy/401080.pdf>):

- Costs include amounts paid to a third party for accepting credit/debit cards or other similar device, equipment costs including telephone and maintenance expenses; additional labor costs related to processing payments made by credit/debit cards or other similar devices.
- Savings/benefits include use of float by the agency (reduced dollar days outside treasury); reduced bank fees that would be charged for payments made by cash or checks; reduced costs associated with handling cash, theft or pilferage, storage, and security and transit of handling and holding cash; reduced costs of handling checks; reduced dishonored check costs; decreased facility needs; increased collection of mandated payments; reduced paperwork; reduced in-person transactions; and reduced accounts receivable processing costs.